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10 June 1976

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To:

[Redacted]
Acting National Intelligence Officer for Strategic Programs

Subject: Competitive Analyses on Selected Subjects Covered by
NIE 11-3/8, Soviet Forces for International Conflict

1. In my conversation with Mr. Stoertz via secure phone this week I agreed to take on the task of managing the "B Team" operation providing this arrangement is agreeable to the Director and Mr. Galvin. I pointed out that for the "B Team" operation to meet the requirement for an analysis and drafting schedule concurrent with the "A Team" effort it is extremely important that the work begin virtually immediately. Mr. Stoertz urged me to lay out my views on the things that need to be done and the kinds of support required, and to get them to you and to Mr. Lehman for early action.

2. The most urgent issue concerns getting the "B Team" set up and in operation -- if possible -- by 1 July. There will still be a bit of catch-up to do, but that probably can be managed so long as the individual project leaders and team members have an already developed expertise -- and continuity -- on their topics. But there are decisions that need to be worked out in their final form -- some in consultation with the NIE Evaluation Committee of PFIAB -- and this process should be set in train speedily. The issues are:

- Agreement on topics to be covered: As I understand it, the candidate topics have been narrowed to low altitude air defense, ICBM accuracy and Soviet strategic objectives. If so, this issue should be easy to firm up.
- Agreement on B Team composition, organization, location, and funding: These are interrelated issues and will probably require direct discussion with PFIAB members or with Wheaton Byers as the broker for PFIAB views. I would like approval to begin discussions with Mr. Byers within the next few days. Personally, I favor an arrangement of assigning B team topics to established external research facilities with particular competence in the topics covered. This would simplify house-keeping arrangements and allow the teams to begin work quickly.

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I would expect the facility selected would be the home base of the team leader and perhaps one or two of its members, but that members from other organizations or government agencies could also work there on a temporary basis for the duration of the effort. This arrangement would be more costly than one which utilized government space and support, but seems to me to be the one most likely to be set in motion without delay. I do not believe it can be accomplished for less than \$500,000, but there are some variables that can be explored. For example, some redirection of existing US Government contract or grant funds to this purpose might be feasible.

- CIA management support that I will need: The first order need is for office space with secure storage and secure telephones and a full-time senior secretary or secretary/administrative assistant. I will need an office with enough space for relatively small informal meetings of up to six or so people. Space in headquarters building is highly desirable, but location within the building is not too important. A grey and green phone would be convenient: one or the other is essential.
- Substantive support to the B Team: This is, of course, the critical element in the program and I want to be careful not to underestimate the time and effort needed to meet it. The level of effort will probably fluctuate over the period, but delays in meeting individual team needs will not be tolerable because of the schedule priorities. I believe this problem can be handled in either of two ways. First, a full-time back-up assistant could be made available to me. Alternatively one substantive CIA specialist could be identified for each topic as a quick-reaction action officer for support as required. This officer would continue to work within his own component but could be tasked for assistance on a priority basis. For this reason he should not be in the forefront of the work of the A Team. On balance I favor this last approach and I believe we should seek to establish a similar arrangement between me and DIA. Such specialists could be integrated with the specific analytic teams, but I think that unnecessary.
- Administrative support: There will be a need for administrative support for supplies, travel, security clearances, etc., that can probably best be handled through the DCI Administrative Staff. Here also, when things need to be done they will need

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to be done quickly. There are problems that will arise, for example, because of unusual and untried procedures involving access to sensitive data, and these may require resolution at the highest level. I hope that access to these levels should be rapid. As the work progresses there will also be a need for access to the Agency's printing services, graphic support services, etc., and I am assured that they will be available as needed.

3. Finally, as I understand the correspondence and the guidance expressed to me concerning my role, I will necessarily be in a substantively neutral but substantively informed role. The task is one of providing a central focus and support point for the individual team efforts, a channel of communications between the teams and Messrs. Lehman and Stoertz, and a schedule manager for B Team to ensure that its work conforms to the schedule of A Team. As the work gets in full swing, these tasks will probably define themselves more clearly.

4. Much of the above is contingent on some decisions not yet made final, but I expect that with only minor modifications this is a workable arrangement under which the Agency can fully support its commitment to PFIAB while recognizing that this is an experimental effort with results that cannot be fully foreseen.

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